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ABSTRACT

The document contains a general information sheet, a curriculum calendar for 1976, and course descriptions for the following General Management Training Institute courses: advanced management seminar, executive seminar, management and group performance, management of scientific and engineering organizations, managerial decision making, middle management institute, and workshop for middle managers. Each course description contains: a statement of the audience the course was designed for, a description and a list of objectives of the course, an explanation of the delivery methodology, a list of topics covered, and the cost. (JR)

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GENERAL MANAGEMENT INSTITUTE

EXECUTIVE & MANAGEMENT CURRICULUM

TABLE OF CONTENTS

General Information 1

Executive & Management Curriculum Calendar 2

Course Descriptions

Advanced Management Seminar 4

Executive Seminar 6

Management & Group Performance 7

Management of Scientific & Engineering Organizations .. 8

Managerial Decision Making 9

Middle Management Institute 10

Workshop for Middle Managers 11

GENERAL INFORMATION

NOMINATION PROCEDURE

Federal employees should be nominated for training on Optional Form 37 or their agency training form. State, county, and local government employees may be nominated by letter showing nominee's name, home address, title, agency address, and billing address. Submit nominations to:

Director, General Management Training Institute
Chicago Regional Training Center
230 South Dearborn Street, 29th Floor
Chicago, Illinois 60604

NOMINATION DEADLINE

The nomination deadline for each program will be three weeks prior to its beginning date. Agencies may phone the General Management Institute to reserve spaces for any program if their nomination form or letter will not reach our office by the deadline. Late nominations, however, will be accepted only on a space available basis.

CANCELLATION DEADLINE

Cancellation deadlines will be two weeks prior to the beginning date of each program. Agencies will be billed for all accepted nominees unless cancelled by this deadline. However, substitutions may be made up to the beginning date of the program. Also, please cancel any phone nominations if they will not be needed.

PARTICIPANT NOTIFICATION

Acceptance letters and pre-course material (if required) will be mailed two weeks prior to the beginning date of each program. If a program has been cancelled or deferred, nominees will be notified by phone or letter.

ADVISORY SERVICE

We will be happy to provide technical assistance in the development of your own training programs or to conduct courses described in this booklet at your facility, tailored to your agency's needs.

For further information please contact the Director of the General Management Institute by phone or letter.

The FTS number of the General Management Institute is AC/312 353-2914.

EXECUTIVE & MANAGEMENT CURRICULUM CALENDAR

ADVANCED MANAGEMENT SEMINAR - $225

DATES	LOCATION
Jan 18-23, 1976	Harrison House Lake Bluff, Illinois
March 28 - April 2	Aqua Marine Lodge Avon Lake, Ohio

EXECUTIVE SEMINAR - $150

DATES	LOCATION
Oct 20-24, 1975	Pioneer Inn on Lake Winnebago Oshkosh, Wisconsin
May 17-21, 1976	Harrison House Lake Bluff, Illinois

MANAGEMENT & GROUP PERFORMANCE - $115

DATES	LOCATION
Jan 26-30, 1976	Chicago
May 24-28	Chicago

MANAGEMENT OF SCIENTIFIC & ENGINEERING ORGANIZATIONS - $130

DATES	LOCATION
Oct 20-24, 1975	Ann Arbor
Nov 3-7	Cincinnati
Feb 2-6, 1976	Chicago

MANAGERIAL DECISION MAKING - $125

DATES	LOCATION
June 7-11, 1976	The Abbey on Lake Geneva Fontana, Wisconsin

MIDDLE MANAGEMENT INSTITUTE - $125

DATES	LOCATION
Sept 30 - Oct 3, 1975	Chicago
Oct 28-31	Detroit
March 2-5, 1976	Chicago

5

EXECUTIVE & MANAGEMENT CURRICULUM CALENDAR

WORKSHOP FOR MIDDLE MANAGERS - $140

DATES	LOCATION
Nov 17-21, 1975	The Abbey on Lake Geneva Fontana, Wisconsin
April 12-16, 1976	Aqua Marine Lodge Avon Lake, Ohio
June 14-18	Spring Hill Conference Center Wayzata, Minnesota

6

ADVANCED MANAGEMENT SEMINAR

Designed For . . .

Executives, managers, and others with major responsibility for directing government programs. (see definition in FPM 412-2, dated 1/29/74)

Objectives . . .

The Advanced Management Seminar is designed to bring together the various theories, techniques, and strategies of management into a unified approach to government administration and to enable managers to apply these theories, techniques, and strategies in a useful, realistic, and results-oriented fashion, through better understanding and development of their own styles of management. Particular attention is given to relating subjective factors (such as human attitudes and behavior) within a management system to objective factors (such as costs and output) in the effective accomplishment of a mission.

Participants gain:

- A better understanding of management concepts
- Experience in applying these concepts
- A better understanding of the steps to organizational improvement
- Improved managerial skills
  - . communication
  - . planning
  - . problem solving
  - . decision making
  - . interpersonal relations
  - . self-evaluation

Content . . .

The seminar is based on the conviction that every manager administers complex social and technical systems. Accordingly, it focuses on the two basic skills which are needed:

* Skills of rational-systematic management -- the ability to plan, analyze data, and make results-oriented decisions.

* Interpersonal skills -- the ability to lead, communicate, and motivate.

These skills are developed in a unified approach to managerial systems and behavior. The seminar's integrative approach seeks to provide the participant with a better understanding of:

7

Advanced Management Seminar - continued

-- The criteria for sound planning and decision making
-- The means of applying what has been learned to his or her own situation
-- The techniques for developing an effective organization from a group of diverse individuals

Delivery Methodology . . .

Prior to the program, the participants receive an advance assignment which includes readings, questionnaires and case studies. This precourse work, which requires about twenty hours to complete, iintroduces the basic concepts and is used as a starting point for the seminar activities.

The seminar itself is built upon a series of intensive workshop activities carried out in small groups. Working in these small groups, the participants go through a number of planning, problem-solving, and decision-making projects in which they have to utilize their resources to reach agreed-upon goals. Thus, each person is constantly engaged in systematic problem solving and decision making while striving for effective interpersonal exchange and team development.

Two analytical models have been developed for the course to distinguish various approaches to the communications process and the planning process. These models are used by the participants to help them identify their communications and planning assumptions, attitudes, and results.

Each participant also spends some time in small group sessions planning what improvements can be made back on the job in his or her own communications and planning practices and those of subordinates. Thus, an effort is made to provide for the translation of learning into on-the-job improvements.

Cost . . . The interagency tuition charge is $225 per participant.

EXECUTIVE SEMINAR

Designed For . . .

Key executives from federal, state, and local governments who have significant managerial responsibility for giving leadership and guidance to others.

Description and Objectives . . .

Executive Development and Human Relations

Emphasis is on the role of the executive in his or her relationships with society, agency, and other individuals. Upon completion of the course, participants will:

* Have a better understanding of changing social, political, and cultural standards
* Be able to discuss factors that affect one's perception and evaluation of others
* Be able to develop strategies for leading and managing in a changing social environment

Value Clarification and the Executive

A look at the values possessed by each executive and how they affect decision making. Participants will gain insight into:

* Managerial value systems
* Management outlooks and their impact on employee behavior

The Executive and the Future

Discussion of the present and the future in relation to the government executive's role. Participants will acquire general knowledge of:

* Contemporary public administration issues and policies
* Changes in organizations and society between now and the year 2000
* Trends in forming future public policy

Delivery Methodology . . .

The seminar is a structured program of lectures, discussions, and workshops aimed at the active participation of group members to reach the seminar's goals.

Cost . . . The interagency tuition charge is $150 per participant.

MANAGEMENT & GROUP PERFORMANCE

Background . . .

In the past most management training has been geared to executives or first line supervisors. Comparatively little has been offered for middle managers. Management and Group Performance was designed to satisfy this need by helping incumbent and newly appointed managers make the transition from first line supervision to the eye opening realities of middle management. Pragmatic strategies are evaluated against management theory "sacred cows" such as chain of command, organizational loyalty, and strategic planning.

Designed For . . .

Second level supervisors. Managers (see definition in FPM 412-2, dated 1/29/74); and others who direct the activities of subordinate supervisors.

Objectives . . .

This course is configured to allow managers to analyze their jobs in terms of what they do, how they do it, and why they do it the way they do. Participants will be able to:

- Analyze the managerial job
- Identify significant differences between managerial and supervisory jobs
- Explain how and why they manage as they do
- Apply and describe elements of successful negotiations with line and staff
- Apply techniques for managing conflict and inducing cooperation
- Evaluate and practice alternative ways of performing the managerial job to achieve the desired results

Delivery Methodology . . .

This is basically a group discussion, participative type course supported by lecturettes, case studies, etc. The course text is "Managerial Behavior," by Leonard Sayles.

Topics Covered . . .

"Monitoring" "Elements of Negotiating" "Communications"
"Significant Differences between Managerial & Supervisory Jobs"
"Analysis of the Managerial Job" "The Manager as a Leader of Leaders"

Cost . . . The interagency tuition charge is $115 per participant.

10

MANAGEMENT OF SCIENTIFIC AND ENGINEERING ORGANIZATIONS

Designed For . . .

Managers and executives in scientific and engineering fields.

Objectives . . .

This course is designed to increase awareness of the nature and scope of management responsibility and to suggest ways the technically trained manager can perform more effectively in his or her increasingly important role as manager and administrator.

Delivery Methodology . . .

Brief lectures, individual and small group activities, and simulation exercises will be used to reinforce concepts and techniques.

Topics Covered . . .

* Planning, scheduling activities, and monitoring progress for scientific and engineering programs
* Operational environment considerations for scientists and engineers in government
* Communications requirements of modern technology and science
* Management of research and development and contract programs
* Behavioral science and its applications for management
* Design of the project or task management system

Cost . . . The interagency tuition charge is $130 per participant.

MANAGERIAL DECISION MAKING

Designed For . . .

Federal, state, and local government managers.

Objectives . . .

This course covers problem solving and decision making principles and strategies. When participants complete the course, they should be able to:

- Describe the manager's role in the decision making process
- Identify and describe a theoretical problem solving matrix
- Contrast and compare key ingredients of decision strategies
- Describe a model for group consensus and resolution of conflict in decision making
- Explain and apply techniques important to cooperative decision making

Delivery Methodology . . .

Brief lectures, films, small group activities, and simulation exercises will be used to reinforce concepts and techniques.

Topics Covered . . .

* Steps in Decision Making
* Potential Problems and Perceived Risks
* Choice and Application of Tactics
* Cooperative vs Non-cooperative Strategy
* Setting Priorities and Choosing Alternatives

Cost . . . The interagency tuition charge is $125 per participant.

MIDDLE MANAGEMENT INSTITUTE

Designed For . . .

Persons serving in management fields or programs who have demonstrated ability and potential for more responsible managerial positions.

Objectives . . .

This course is designed to improve the manager's capabilities to meet the demands of the position and to broaden knowledges and specific skills of government middle managers relative to current and emerging management concepts and techniques. Managers who attend this course should be able to:

- Understand basic organizational concepts and organizational analysis
- Identify and use management information systems
- Apply negotiating and influencing skills to evoke goal directed actions
- Understand the administration of organizations
- Effect improved interpersonal relations in work groups

Delivery Methodology . . .

Lectures, individual and group activities, group discussions, and selected readings.

Topics Covered . . .

* Management Information Systems
* Organization and Administration
* Human Relations in Management
* Conflict Resolution and Negotiating
* Decision Making
* Communication

Cost . . . The interagency tuition charge is $125 per participant.

WORKSHOP FOR MIDDLE MANAGERS

Designed For . . .

The workshop is designed especially for those federal, state, and local government managers who have supervisors reporting to them and who themselves report to higher level executives. Typically, they should direct the activities of subordinate supervisors and work groups. Within these guidelines, managers at any grade level may be nominated.

Objectives . . .

The workshop is intended to lay the groundwork for a sustained program of self-development. It provides a time for orientation in setting direction, clarifying goals, assessing values, and stimulating renewed interest toward self-development. This is not a basic course in any sense, but rather a step toward executive growth and fits in with later attendance at other middle management and executive seminars.

Delivery Methodology . . .

This workshop will consist of brief lectures, films, tapes, readings, and other extensive individual and group participative activities.

Topics Covered . . .

With an emphasis on understanding the role of the middle manager and the expectations of others for the role, the following topics of discussion will be explored:

* Barriers and Breakdowns in Organizational Communications
* Ethics in Management
* Self-Examination by Managers
* Role Expectations
* Personal Development - Preparation for Growth
* Management in the Future
* Styles of Leadership

Cost . . . The interagency tuition charge is *$140* per participant.

14